

The Art of Empowered Leadership: Guiding Teams Towards Success

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Abstract: The concept of leadership, which is based on the existence of humanity and has been extremely influential in the life, development, and emergence of positive or negative events for thousands of years, has remained up-to-date in every environment and in every period, on which studies and research have been carried out for centuries. The understanding of leadership in businesses shapes all kinds of strategies and policies of companies. For an effective management system in organizations, the most important issue that needs to be emphasized is undoubtedly the employee-employer, manager-managed, in other words, subordinate-superior relationships. Today, the main problem in organizations is that both subordinates and superiors shift their authority and responsibilities to different areas and go beyond what is supposed to be. By avoiding taking responsibility, subordinates cause superiors to behave as they wish, by thinking in the logic of "however, there is someone who rules". This research, it is aimed to examine the relationship between leadership and superior-subordinate relations and to shed light on future academic studies in light of the information obtained as a result of literature reviews.

Keywords: Leadership, Subordinate-Supreme Relationship, Business, Management

1. Introduction

Leadership is a phenomenon and an important concept that has existed since the birth of humanity and the first civilizations. In its most general definition, leadership is the ability to gather a group of people around certain goals and mobilize them to achieve these goals. This phenomenon, which has preserved its existence since the existence of humanity, shows itself in institutions, organizations, and companies. Managers fulfill their functions by guiding, coordinating, and managing their employees in their companies or businesses. In addition, some managers are positioned just like a leader, while some managers cannot fulfill this function and become leaders. This is where the concept of leadership differs from management. While not every manager can be a leader, every leader can be a manager. Leadership style is a very important issue that can directly affect all functions in business life, working order, production factors, working standards, and briefly in business life. Undoubtedly, one of the most important reflections of organizational cultures in business life is the superior-subordinate relations in organizations. The prevalence of mass culture not only affects the whole society but also affects organizations by showing itself in business and working life.

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At this point, the dominant human behavior of the mass culture inevitably manifests itself in the subordinate-superior relations in the organizations. As seen in the above-mentioned human behaviors, in enterprises where mass culture is dominant, employees are in a hurry to appear as if they are doing the jobs and duties, they have to do without displaying their characteristics. Subordinates do not hesitate to show the inconsistent behaviors of the mass culture that they are under the influence of from time to time while performing certain tasks in favor of being subordinate and superior. In light of this information, the purpose of this study is to examine the relationship between leadership and subordinate. The research carried out at this point consists of two main headings: "Leadership and Leadership Styles" and "Supreme-Supreme Relations in Organizational Culture". In addition to this, detailed research has been done on leadership approaches, power sources of leadership, leadership principles, and the differences between leadership and management. At the same time, detailed research has been carried out on the leadership styles that have been reached in the literature under the sub-title of "Leadership Styles".

2. Literature Review

The leader is responsible for providing the innovation and order needed to keep up with the changes and giving a new vision to the organization. For this reason, to give example, "getting better results than the previous period" or "realizing some goals more than 5%" are not shown as success criteria of leadership. Leadership is about adapting to changes by setting a new vision for the organization. After these expressions, it is possible to explain the leadership process as follows (Ataman, 2001: 454):

In other words, the leadership process is described as a complicated process that involves the interactions between the leader, the follower, and the environment. The concept of a leader in the leadership function is defined as the person who determines the goals and behaviors of the organization or is effective in changing it (Yılmaz & Karahan, 2010: 146). The concept of followers (members) is individuals who accept the influence that the leader has made. The concept of the condition is the level of relationship of the members of the organization, the attainability of the goals, the level of motivation, etc. It is the basic element consisting of elements (Yılmaz, 2011: 8).

According to Erçetin (2000), leadership is to make an effort to reach certain goals with all its strength and desire and to influence people. According to Baltaş (2007), leadership is to explain new goals and visions to those who can grasp them, to excite them, and thus enable them to take action to achieve success. A leader is defined as a person who influences and follows a community or group, is followed by all or most of the group members, and is emotionally accepted (Çelikten, 2018: 220). According to Koçel (2007), leadership refers to a process that is related to what the leader does. The stated process is the determined community to take action by following the leader for a determined purpose. The leader controls the change and a good leader designs a good vision for the future and shows it to his followers and inspires them to overcome difficulties in the light of this vision (Can, Aşan & Aydın, 2006: 293). The concept of leadership, which expresses the guiding function, is the ability to influence a community to achieve its goals successfully (Can, 2002: 293). As a result of extensive literature research, there are a number of people who try to define leadership and the definitions of the concept of leadership (Yukl, 2018: 3).

Leadership is the ability to establish an influence and group, and it includes features such as giving direction, supporting achievements, communicating, creating a vision, influencing others, and managing

differences (Hogan & Kaiser, 2005: 173). In another definition; Leadership is defined as a process that affects a group's direct actions and beliefs, controls and reports them, and works with a group/team (George & Jones, 2012: 339). Leadership in terms of communication is to ensure communication between the group to achieve certain goals (Zel, 2006: 1). As a result, leadership is the ability to provide support and trust to people who need to achieve organizational goals (Dubrin, 2012: 346).

Leadership is a concept related to the quality and quality of the interaction between the group and its leaders, rather than a position or authority structure. Leadership is not in the form of showing power over people, it is the result of how people can be influenced (Werner, 1993: 16). Leaders identify the strengths and weaknesses of the group members and determine strategies for the survival of the organization. While leaders motivate their members to reach their goals, they also work with them by helping them overcome difficulties (Paglis & Green, 2002: 217). In addition, leadership should not be seen as a function that is at the forefront of organizations. The leader can be seen as the manager of an enterprise or as the foreman of the business, so the important point is his power to influence the organization. Different tasks like this do not lose their leadership characteristics (Ataman, 2001: 454).

2.1 Definition of Leadership Concept

Although the definition of the concept of leadership has been made in different ways according to different researchers and authors, there is no common definition reached. When a wide literature review is made, it is seen that there are different definitions of leadership (Bakan, 2009: 140). Some definitions made about the concept of leadership are as follows (Koçel, 2007: 445): In an organization, it is tried to produce the best results for the organization under the current conditions.

2.2 Leadership Traits

Leaders need to have certain characteristics to fulfill organizational functions successfully (Saylı & Baytok, 2014: 18). Some of the qualities sought in leaders are (Çetin, 2008: 34-35):

- Ability to define a vision and share it with subordinates,
- To be open to changes and to manage new projects,
- To be able to take personal care of people,
- Being able to support teams,
- Being able to share information
- To be able to solve problems and make decisions,
- To be able to manage the flow of work,
- To have technical skills,
- To be able to manage time and resources correctly,
- To take responsibility,
- To be able to use initiative,
- Being able to control your emotions
- To have professional ethics,
- Being compassionate and reliable.

In addition to these items, for leaders to continue their leadership; they need knowledge, courage, faith, empathy, maturity, and farsightedness (Serinkan, 2012: 155). Leaders; can be characterized as people who can plan, organize, and complete the job, who can take risks and responsibilities in this direction, and who can drag their followers after them (Telli, 2012: 10-11).

2.3 The Importance of Leadership

Leaders are people who guide, mentor, guide, keep up with change, and increase their motivation, support, patience, understanding, and productivity. They have strategic importance in achieving organizational and personal goals, keeping up with the competitive conditions and technological developments, and guiding and supporting the employees correctly and guiding them. Leadership characteristics of managers have gained importance as much as physical and financial opportunities for organizations to succeed (Dubrin, 2005: 44).

2.4 Features Approach

The goals of the people working on the traits approach were to identify the difference between the leader and the others and to determine that the difference was meaningful. In other words, the main thing was that the researchers thought there was a difference between the leader and other people and they aimed to distinguish them from each other. In this context, the theory of properties is the first approach that emerged as a result of research. This theory claims that the leader should be examined with these three characteristics, based on personal, social, and physical characteristics. Depending on these characteristics, it is seen that there is an effort to prove that the people who have the title of leader and leadership characteristics are in a higher position and situation than other people (Taşkıran, 2011:24).

The focus of the trait theory is to show that the traits of the leader contribute to the success of leaders (Çetin, 2014: 139). In this approach, it is also accepted that the characteristics of the leader constitute the basis of the leadership process, and this situation is seen as the source of success or failure that the leader has shown. Although the opinion that a person who can be accepted as a leader in an organization achieves this with his characteristics is dominant, there is also the opinion that these characteristics are not acquired later and are innate (Koçel, 2015:676). This idea rather emphasized the leaders who manifested themselves in the military and political field, and the view that the characteristics of these leaders could not be acquired later existed for a long time (Şahin, 2012: 141-163).

3. Conclusion

Leadership is one of the most popular topics in the related literature. It is thought that the popularity of the leadership topic will never end and it will become even more important in the future. A leader is defined simply as those who direct, motivate and motivate people. It is observed that the concept of leader and manager is often confused with each other. Leadership is generally about personal characteristics, while management is about the position. The leader directs the people, while the manager directs. While the leader can be anyone in any position in the organization, the manager is the people who are in certain hierarchical levels of the organization. It is assumed that some characteristics make leaders different from other people and that enables them to be leaders by distinguishing them from among many people. Although there are many different and similar views on these characteristics, the leading characteristics of

the leader are; Honesty, honesty, being motivated, being assertive and open to communication, high self-confidence, and being stable are stated to be behaviors. We can say that the term organizational behavior is all the values and actions put forward by all employees in an organization to make the organization effective. Even under the same management style, administrators may exhibit different organizational and managerial behaviors. In other words, they may employ different management styles.

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